



USAID
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PERFORMANCE MANAGEMENT PLAN

**POWER AFRICA TRANSACTIONS AND REFORMS PROGRAM
(PATRP)
CONTRACT NUMBER: AID-623-C-14-00003**

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PATRP COR**

Revised May 23, 2016

This publication was produced for review by the United States Agency for International Development. It was prepared by PATRP.

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DISCLAIMER

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This plan is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this Performance Management Plan (PMP) are the sole responsibility of Tetra Tech ES, Inc. and do not necessarily reflect the views of USAID or the United States Government.

ACRONYMS AND DEFINITIONS

ACRONYMS

CP - Conditions Precedent

DO – Development Objective

GHG – Greenhouse Gas

HR – Human Resources

IR – Intermediate Result

KW - Kilowatt

kWh – Kilowatt Hour

M&E – Monitoring & Evaluation

MW- Megawatt

MWh - Megawatt Hour

PATRP – Power Africa Transactions and Reforms Program

PATT- Power Africa Tracking Tool

PIRS – Performance Indicator Reference Sheet

PMU – Project Management Unit

PMP – Performance Management Plan

SSA - sub-Saharan Africa

DEFINITIONS

Access: Business or household has use of electric power through a grid connection or an off-grid product or system

Activity: Package of technical assistance or other tools provided to build capacity, eliminate or lessen an obstacle or risk in order to improve power sector enabling environment—legal, regulatory, financial, tax, regime—to make it more attractive to bring transactions to financial close and ultimately online—in an

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expedited time frame.

Attribution: The M&E effort is focused on the assessment of energy sector objective-level results that are either attributable to, or significantly influenced by, PATRP interventions. A result is attributable to PATRP when we may plausibly claim that without PATRP intervention the result would not have occurred as it did. Under this construct, verifiable causality, while desirable, is not required to claim attribution. However, when feasible, PATRP will gather and document information which explains whether and how PATRP supported activities affected results to substantiate attribution between PATRP's interventions and outcomes.

Clean Energy: Power generated using the following renewable technologies: wind, tidal, solar, geothermal, hydro, (renewable) biomass, and fuel cell

Commissioned: All required transaction completion tests have been met--legal, technical, operational, financial, etc.--and power is being delivered and sales commenced. (Often referred to as Commercial Operations Date (COD)).

Concessions: a grant of land or property, especially by a government, in return for services or for a particular use; (2): a right to undertake and profit by a specified activity; (3): a lease of a portion of premises for a particular purpose.

Conditions Precedent: An event which must occur, unless its nonoccurrence is excused, before performance under a contract becomes due i.e. before any contractual duty exists (Restatement (Second of the Law of Contracts 1981)

Development Objective: This objective is the most ambitious result that the Power Africa Initiative, implemented through the USG, can materially affect and for which the USG will be held accountable to demonstrate impact.

Financial Closure: Financial close is achieved when each of the conditions precedent to the initial drawdown of funds under a credit agreement are either satisfied by the project company, as borrower, or waived by the project lender(s) (The Law and Business of International Project Finance, Scott L. Hoffman (1998), pp. 702). Financial close implies the project company has concluded with project lenders a complete package of permanent financing on a nonrecourse or limited recourse basis; where permanent financing involves debt with a grace period equal to the construction period plus a repayment period of at least 10 years on reasonable terms and conditions.

Flared Gas: Natural gas that is burned off or "flared" due to a lack of infrastructure (e.g. transmission pipes) to use the gas productively. This "stranded" gas is often natural gas that is "associated" with oil production in fields and would normally be useful if proper infrastructure is present. Gas can also be flared as part of industrial processing and refining.

Green House Gas: A gas in the Earth's atmosphere that contributes to the greenhouse effect by absorbing the sun's radiation and warming the atmosphere. The primary GHG responsible for anthropogenic climate change is carbon dioxide, and other GHGs are measured in terms of the amount of CO₂ that would have the equivalent global warming potential.

Household Power Systems: Stand-alone power systems typically used to provide smaller communities with electricity.

Megawatt: A unit of power equal to one million watts; measure of the output of a power station.

Megawatt Hour: A unit of electrical energy equal to the work done by one watt acting for one hour and equivalent to 3,600 Megajoules.

Mini Grid: An integrated local generation, transmission and distribution system serving numerous

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customers.

Modern Lighting Devices: Light fixtures composed of an LED lamp, a renewable charging source (i.e. PV solar panel) and a rechargeable battery.

Planned Projects: Projects over which host governments, developers, and financiers have entered into substantive dialogue expected to lead to financial closure.

Power Pool: Power pooling is used to balance electrical load over a larger network (electrical grid) than a single utility. It is a mechanism for interchange of power between two and more utilities which provide or generate electricity.

Transaction: A specific power generation, transmission, or distribution development activity.

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1. Introduction

This Performance Management Plan (PMP) was prepared under the Power Africa Transactions and Reforms Program (PATRP) implemented by Tetra Tech ES, Inc. and funded by the US Agency for International Development (USAID) under Contract Number AID-623-C-14-00003.

The purpose of PATRP is to provide technical assistance, capacity building, and project transaction support services under the U.S. Government's Power Africa Initiative. The PATRP activities are being implemented under four main tasks that correspond to the Objectives of PATRP:

- Objective 1: Institutional Support to Power Africa Coordinator's Office
- Objective 2: Late Stage Transaction Support
- Objective 3: Small Scale Projects and Rural Electrification/Mini-Grids Support
- Objective 4: Regulatory and Institutional Strengthening and Policy Reform

Under the 4 Objectives, PATRP is managed based on its work plan which consists of Country Implementation Plans, some of which include work orders depending on the subject matter (*i.e.* Gender).

The PMP was prepared to meet the requirements of Section C.6 Monitoring and Evaluation of the subject contract. The PMP presents the Power Africa results framework and applicable performance indicators, maps the results framework against the project's tasks and targets, presents the methodology for data collection, and discusses data considerations, reporting and management. The PMP allows for the identification of new activities and facilitates adjustments to PATRP's strategy to meet the project's Objectives.

The PMP was originally submitted in July 2014. This revision is being made to harmonize the PMP with decisions by USAID in 2016, which established a revised set of Power Africa Indicators.

1.1 THE CONTEXT AND PURPOSE OF PMP

This document presents the PMP that is used as a continuous process of collecting and analyzing information to compare how well PATRP is performing against expected results and outcomes. PATRP uses performance monitoring systems to plan and manage the process of assessing and reporting progress towards achieving program outcomes and results.

The purpose of this PMP is to guide personnel at all levels of the project on the data management systems, monitoring and evaluation tools and processes that the Monitoring and Evaluation (M&E) Team uses to track the program's performance and results, outline the process to verify and monitor that information, and explain how management and other decision makers benefit from the PMP.

The PMP was developed through the extensive review of documents, interviews with all work stream leaders and managers, and discussions with the senior management of the project. PATRP's M&E Team compiles and tracks project performance monitoring results and performance indicators through the successful implementation of the M&E system.

1.2 STRATEGIC APPROACH: M&E SYSTEM IMPLEMENTATION

The PATRP M&E system is designed to improve the way the program achieves results. Just as this program requires financial, human resources (HR) and accountability systems, it also needs good performance feedback systems. Our results-oriented M&E system takes decision makers one step further

in assessing whether and how goals are achieved over time. This system provides a continuous flow of information that guides the program's stakeholders toward achieving the desired results. Results monitoring and evaluation acts as a powerful tool that is used to assist relevant program stakeholders to track progress and demonstrate the impact of a given activity, task, or project at program level. This system moves beyond an emphasis on inputs and outputs to a greater focus on outcomes and impacts.

For monitoring and evaluation to be evident throughout the life cycle of an activity, task, project and program, the PMP was developed through extensive discussions with relevant project and activity leads and managers. Its primary focus is on monitoring at both the Intermediate Results (IR) level and its subordinate IR (sub-IR) levels where applicable. The approach to performance monitoring in PATRP is based on a causal chain that links project outputs and outcomes to the Development Objective (DO) of the program.

This PMP is an important tool for managing and documenting PATRP's performance. It enables the timely and consistent collection of comparable performance data to make informed project management decisions.

2. Logical Framework

2.1 RESULTS FRAMEWORK

PATRP forms a part of USAID's activities in the whole-of-government Power Africa Initiative. Therefore, PATRP's monitoring and evaluation activities is based on the larger Power Africa Initiative results framework, which is graphically represented below in Figure 1 and described in detail in the *Power Africa Monitoring and Evaluation Plan*.

The Results Framework (RF) is a planning, communications and strategic management tool that conveys the development hypothesis implicit in the DO, illustrating the cause-and-effect linkages between outputs, IRs, and the DO to be achieved with the assistance provided. In the results framework for the DO, there is a set of related IRs and sub-IRs. In addition, sets of performance indicators are derived from the RF. The logic is that if the IRs are achieved, these results will contribute to accomplishing the higher level DO and goal.

The Power Africa Initiative goal represents the highest level of impact to which USAID, the partner country, civil society and other development partners contribute. The Development Objective is the most ambitious result that a unit can materially affect and is willing to be held accountable for. Intermediate results are measurable lower-level changes that individually contribute to jointly achieve the DO, and sub-IR is changes that contribute to the IR, if the critical/key assumptions hold.

PATRP's performance is tracked based on the DO and its related IRs, which in turn are realized through sub-IRs achieved through the results-oriented activities of PATRP.

2.2 KEY ASSUMPTIONS UNDERLYING THE PATRP RESULTS FRAMEWORK

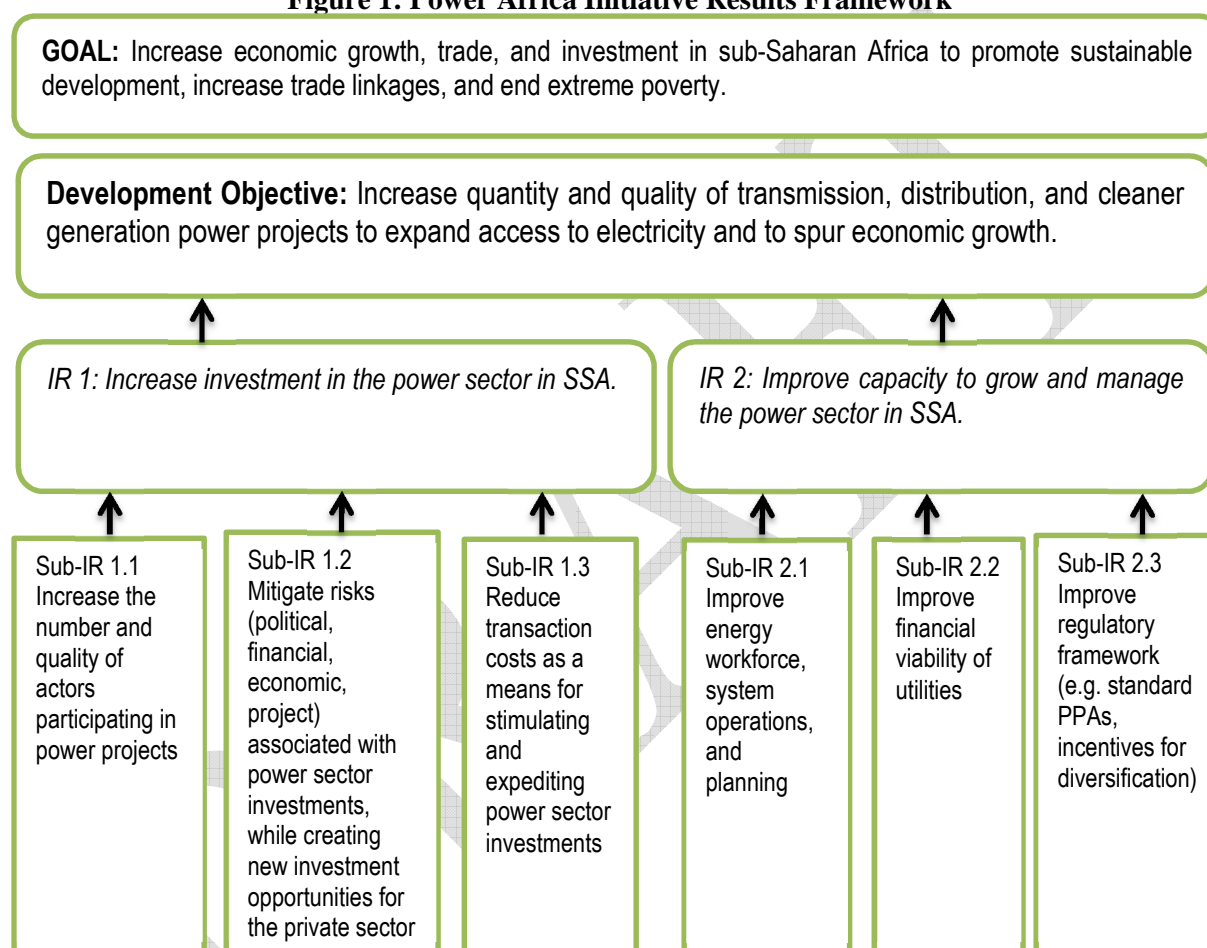
Achievement of the Development Objective and Intermediate Results is subject to the following key assumptions that underpin the activities that will be implemented by PATRP:

- With reference to the Power Africa goal, if the energy sectors of focus countries are more fully developed and regional populations have assured access to reliable and affordable electricity, then their national economies will grow and the proportion of their citizens living in poverty will be reduced (Development Hypothesis).
- With reference to IR 1, sub-IR 1.1, 1.2, 1.3, and IR 2, it is assumed that the perceived character and durability of focus country policy, regulatory, and legal reforms will attract substantive private sector investment in the energy sector in SSA and convince international donors and private investors to honor their fiscal and assistance commitments supporting Power Africa.
- With reference to sub-IR 2.1 and 2.3, it is assumed that the structural changes proposed including procedures optimized and approved for implementation are accepted and physically implemented by focus countries energy sector entities and institutions.

- With reference to sub-IR 2.2, it is assumed that proposed technical efficiency improvements and reduction in the cost of recovery gap (non-technical losses) approved for implementation are accepted and physically implemented by focus countries energy sector utilities and institutions.

If the above-mentioned assumptions hold true, then it is most likely that PATRP's activities and initiatives will contribute towards the achievement of the program's Development Objective.

Figure 1: Power Africa Initiative Results Framework



As illustrated in Table 1 below, the DO and each of the eight intermediate and sub-intermediate results has a total of 25 associated performance indicators against which data for PATRP activities are collected to measure progress and determine whether implementation is on track. The performance indicators each have a completed performance indicator reference sheet (PIRS) that includes descriptions, plan for data collection, targets and baselines at the PATRP level.

Table 1: PATRP Intermediate Results, Sub-Intermediate Results, and Indicators 2016-2018

#	Strategic Linkage (IR Number)	Indicator Number	Indicator Name	Indicator Definition	Disaggregate 1	Disaggregate 2
1	Development Objective: Increase quantity and quality of transmission, distribution and cleaner generation power projects to expand access to electricity and to spur economic growth	DO	Electricity Access	Number of new grid and off-grid projected direct connections	(by country)	# of new on-grid connections
					Type of Enterprise: # Residential connections	# of new off-grid connections: # of new micro-grid connections
					# Business (commercial and/or industrial) connections	# of new off-grid connections: # of new solar home systems connections
					# of Unknown	# of new off-grid connections: # of solar lantern connections
2	Development Objective: Increase quantity and quality of transmission, distribution and cleaner generation power projects to expand access to electricity and to spur economic growth	DO	Electricity Access	Number of new grid and off-grid actual direct connections	(by country)	# of new on-grid connections
					Type of Enterprise: # Residential connections	# of new off-grid connections: # of new micro-grid connections
					# Business (commercial and/or industrial) connections	# of new off-grid connections: # of new solar home systems connections
					# of Unknown	# of new off-grid connections: # of solar lantern connections
3	Development Objective: Increase quantity and quality of transmission,	DO	Electricity Access	Number of inferred connections from new generation	(by country)	Geothermal #
						Wind #
						Renewable Biomass #

#	Strategic Linkage (IR Number)	Indicator Number	Indicator Name	Indicator Definition	Disaggregate 1	Disaggregate 2
	distribution and cleaner generation power projects to expand access to electricity and to spur economic growth					Gas #
						Hydroelectric #
						Solar #
						HFO #
						Fuel Cell #
						Other #
4	Development Objective: Increase quantity and quality of transmission, distribution and cleaner generation power projects to expand access to electricity and to spur economic growth	DO	Electricity Access	Number of beneficiaries with projected access to connections	(by country) # Rural # Urban	# of new on-grid connections
						# of new off-grid connections
5	Development Objective: Increase quantity and quality of transmission, distribution and cleaner generation power projects to expand access to electricity and to spur economic growth	DO	Electricity Access	Number of beneficiaries with actual access to connections	(by country) # Rural # Urban	# of new on-grid connections
						# of new off-grid connections
6	IR 1: Increase investment in the power sector in SSA.	1-1	Generation Capacity Pending Financial Closure	Number of MW from transactions that have not yet achieved financial closure	(by country)	Geothermal (MW)
						Wind (MW)
						Renewable Biomass (MW)
						Gas (MW)
						Hydroelectric (MW)
						Solar (MW)
						Fuel Cell (MW)
						HFO (MW)
						Other (MW)
7	IR 1: Increase investment	1-2	Transactions Pending	Number of transactions that		Geothermal #

#	Strategic Linkage (IR Number)	Indicator Number	Indicator Name	Indicator Definition	Disaggregate 1	Disaggregate 2
	in the power sector in SSA.		Financial Closure	have not yet achieved financial closure	(by country)	Wind # Renewable Biomass # Gas # Hydroelectric # Solar # Fuel Cell # HFO (#) Other #
8	IR 1: Increase investment in the power sector in SSA.	1-3	Generation Capacity reached Financial Closure	Number of MW from transactions that achieved financial closure	(by country)	Geothermal (MW) Wind (MW) Renewable Biomass (MW) Gas (MW) Hydroelectric (MW) Solar (MW) Fuel Cell (MW) HFO (MW) Other (MW)
9	IR 1: Increase investment in the power sector in SSA.	1-4	Transactions Reached Financial Closure	Number of transactions that have achieved financial closure	(by country)	Geothermal # Wind # Renewable Biomass # Gas # Hydroelectric # Solar # Fuel Cell # HFO # Other #
10	IR 1: Increase investment in the power sector in SSA.	1-5	Generation Capacity Commissioned	Number of MW of generation that have been commissioned	(by country)	Geothermal (MW) Wind (MW) Renewable Biomass (MW) Gas (MW) Hydroelectric (MW) Solar (MW)

#	Strategic Linkage (IR Number)	Indicator Number	Indicator Name	Indicator Definition	Disaggregate 1	Disaggregate 2
						Fuel Cell (MW)
						HFO (MW)
						Other (MW)
11	IR 1: Increase investment in the power sector in SSA.	1-6	Transactions Commissioned	Number of transactions that have been commissioned	(by country)	Geothermal #
						Wind #
						Renewable Biomass #
						Gas #
						Solar #
						Fuel Cell #
						HFO #
						Other #
12	Sub-IR 1.2: Mitigate risks (political, financial, economic, project) associated with power sector investments, while creating new investment opportunities for the private sector	1.2-1	Utilization of Risk Mitigation Measures	Utilization of risk mitigation tools by developers of Qualified Transactions supported by Power Africa	(by country)	Development Credit Authority (DCA); Geothermal Risk Mitigation Facility (GRMF)
						Political Risk Insurance
						Partial Risk Guarantee
						Sovereign Guarantee; Comfort Letter; GCSA
						Put/Call Option
13	IR 2: Improve institutional capacity to grow and manage the power sector in SSA	2-1	Training and Capacity Building Activities	Person hours of training completed in technical energy fields supported by USG assistance	(by country)	# Male and (# of hours)
						# Female and (# of hours)
14	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-1	Kilometers of Power Lines pending financial close	Kilometers of Power Lines Pending Financial Close	(by country)	Distribution
						Transmission
15	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-2	Kilometers of Power Lines reached financial close	Kilometers of Power Lines Reached Financial Close	(by country)	Distribution
						Transmission

#	Strategic Linkage (IR Number)	Indicator Number	Indicator Name	Indicator Definition	Disaggregate 1	Disaggregate 2
16	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-3	Transmission Projects that are pending Financial Close	Number of Transmission projects pending Financial Close	(by country)	# Projects
17	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-4	Transmission Projects that have reached Financial Close	Number of Transmission projects to reach Financial Close	(by country)	# Projects
18	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-5	Wheeling Capacity	The amount of generation MW the transmission grid is capable of managing	(by country)	MW
19	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-6	Substation capacity added	The total added substation capacity measured in mega volt amperes reached financial close	(By country)	Distribution MVA
						Transmission MVA
20	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-7	Greenhouse Gas Emissions Reduced	Greenhouse gas (GHG) emissions, estimated in metric tons of CO2e, reduced, sequestered, and/or avoided as a result of USG assistance	(by country)	Clean energy-funded activities in metric tons of CO2e
						Infrastructure-funded activities in metric tons of CO2e
21	Sub-IR 2.2: Improve financial viability of utilities (non-technical losses)	2.2-1	Aggregate Losses	Total technical and non-technical electricity losses / total electricity generated	(by country)	Total electricity generated (MWh)
						Total non-technical electricity losses (%)
						Total technical electricity losses (%)
22	Sub-IR 2.3 Improve regulatory framework	2.3-1	Policy	Number of policy reforms/laws/regulations/administrative procedures drafted	1a	Regional
					1b	National
						Private sector participation

#	Strategic Linkage (IR Number)	Indicator Number	Indicator Name	Indicator Definition	Disaggregate 1	Disaggregate 2
				and presented for public/stakeholder consultation to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance.	2a	Clean and cleaner energy investments
					2b	Small scale and off grid energy investments
					3a	Gender equity in energy sector
					3b	Drafted
					3c	Presented for public consumption
23	Sub-IR 2.3 Improve regulatory framework	2.3-2	Policy	Number of energy sector laws, policies, strategies, plans or regulations officially revised, adopted or implemented as a result of USG assistance that enhance energy sector governance and/or facilitate private sector participation and competitive markets, and/or encourage investment in clean and cleaner, small scale and off-grid options, and/or support gender integration in the energy sector.	1a	Regional
					1b	National
					1c	Private sector participation
					2a	Clean and cleaner energy investments
					2b	Small scale and off grid energy investments
					3a	Gender equity in energy sector
					3b	Revised
					3c	Adopted
					3d	Implemented
24	IR 1: Increase investment in the power sector in SSA.	1-7	Amount Mobilized	Amount of investment mobilized (in USD) for energy projects by USG	By Country	Geothermal \$ Wind \$ Renewable Biomass \$ Gas \$ Hydroelectric \$ Solar \$ Fuel Cell \$ HFO \$ Other \$
25	Sub-IR 2.1: Improve energy workforce, system operations and planning	2.1-8	Increased gas supply and availability to power plants	Gas pipeline rehabilitated or new construction with increased availability of gas	By country	mcsf

3. Collecting Performance Data

A PMP measures performance data at two levels:

- Results-level indicators refer to indicators of program results that can be reasonably attributable to PATRP's efforts and for which PATRP can be held accountable. Generally, attribution exists when the causal linkages between program activities and the measured results are clear and significant. For PATRP, a result is attributable when we may plausibly claim that without PATRP intervention the result would not have occurred as it did. Under this construct, verifiable causality, while desirable, is not required to claim attribution. These indicators measure performance against the DO and IRs in the Results Framework and also serve as the basis for performance reporting to USAID.
- Activity-level indicators refer to indicators that provide useful data for the ongoing, continuous management of activities by the project teams. These indicators generally provide more operational data than the results-oriented data. Activity-level data can therefore be used to monitor project performance.

3.1 PROJECTED INDICATOR RESULTS AND TARGETING

A complete table of performance data for IR and Sub-IR level performance indicators is given in Table 1. These indicators are tracked and reported to USAID quarterly and annually.

3.2 PERFORMANCE INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheets (PIRS) are maintained for each performance indicator and are given in Annex II. If current performance indicators are refined and/or additional indicators developed, PATRP will create new indicator sheets based on this template. Each reference sheet is fully consistent with the guidance contained in ADS 200/203 and provides information, among other things, on the following:

- Indicator definition, unit of measurement, and any data disaggregation requirements
- Relevance and usefulness of the performance indicator to the technical assistance, capacity building, and project transaction support of PATRP
- Plan for data acquisition including USAID data acquisition method, data sources, timeline for data acquisition, person(s) responsible for data provision under PATRP
- Any data quality issues, including any actions taken or planned to address data limitations

3.3 DATA COLLECTION

Data is collected by the appropriate PATRP objective, activity, and work stream Team Leads. The DCOP, supported by the M&E Team, will review each work stream and associated activities during the development stage and identify which performance indicator and metric applies to the proposed activities. Once the Team Lead is identified, the M&E Team will provide data collection methodology and process for each identified and appropriate indicator and metric including required supporting documentation to substantiate the data collected.

Information will be submitted using a standard data collection spreadsheet and information captured in PATRP's current Power Africa Tracking Tool (PATT) which include:

- Indicator name

- Date of activity/output and quarter of activity/output
- Description and metrics achieved in the Quarter with disaggregation parameter
- Associated Output – to be uploaded or attached or described.

This data is reviewed initially by the M&E Team to ensure that the data is 1) verifiable (supporting documents are present); 2) sufficiently accurate (data collected are aligned with the result achieved); and 3) timely (data are within a reasonable timeframe of the result).

The data and the associated supporting document are stored in a systematic and structured way so that data can be sorted and aggregated as needed for reporting with electronic copies stored in the PATT, secured with appropriate access levels. This data is submitted quarterly and annually to the Power Africa Information System.

3.4 DATA CONSIDERATIONS

Baseline: The baseline figures for the performance indicators are from the PATT and M&E Advisor.

Attribution: Given that there are many overlapping actors on the Power Africa initiative results may be attributed to PATRP when for an activity or intervention it has either a direct or supporting role. PATRP documents results to substantiate the attribution.

Data Quality: Poor quality data leads to inaccurate information and skews results. Each data point reported to USAID by PATRP will be validated with supporting documentation. The program verifies any data that is provided to it from stakeholders such as Ministries, utilities, etc. The M&E Specialist is responsible for annual data quality assessments and providing feedback to the DCOP on data gaps and other adjustments that need to be made to the PMP.

Data Limitations: PATRP may face the following limitations when collecting data which may affect the attainment of performance indicator targets:

- Lack of willingness by counterparts (Ministries, agencies, utilities) to share data
- Lack of a robust data collection system at the counterparts to collect data
- Performance data provided by counterparts that may be deliberately misrepresented
- A long germination period for the impacts of PATRP activities to be seen.

Another issue which may impact data is the involvement of multiple Power Africa Initiative actors in a “PATRP activity” which may result in double counting of results. This duplication would have to be resolved at the higher Power Africa Initiative M&E reporting.

Data Accuracy: The accuracy of data collected will vary and may be one of the following.

- Absolute—the highest level of accuracy and precision that represents exact quantities, especially at the output level
- Estimation based on reference data and factors
- Self-reporting by beneficiaries
- Data collection sampling

It is also possible that during the period of performance, that expected data quality improvements/enhancements might necessitate revising prior analyses and updating earlier results.

4. Management of PMP

4.1 PMP MANAGEMENT MECHANISM

The M&E Team is responsible for performing the following tasks:

- Arranging the PMP Team meetings
- Devising and implementing the mechanism for data collection, analysis and reporting
- Devising and implementing the mechanism for ensuring data quality
- Preparation of the PMP related reports
- Reporting of indicators to USAID
- Regularly apprising PATRP about the importance of performance monitoring in achieving the desired results and objectives

As the project evolves and USAID's information requirements change, further adaptation of the PMP and related mechanisms can be made.

4.2 ROLES AND RESPONSIBILITIES

The Chief of Party (COP) has ultimate responsibility for the PMP. The Deputy Chief of Party (DCOP) manages the M&E process with support from the M&E Team and the Project Management Unit (PMU) based in the PATRP project headquarters in Pretoria.

The M&E Specialist is responsible for data validation, incorporating the data into the progress reports and sharing with the Communications Specialist to create success stories as appropriate. The M&E Specialist will also liaise with Power Africa Coordinator's Office, the Contracting Officer's Representative, and the Power Africa M&E point of contact as necessary.

The PATRP objective, activity, and work stream Team Leads will be responsible for data collection and initial data reporting. The M&E Team will receive the data and supporting documentation from PATRP Team Leads and will be responsible for housing that information, identifying gaps, aggregating the data and creating custom reports.

4.3 REVIEWING AND UPDATING THE PMP

The PMP is a living document that PATRP uses to guide its performance management efforts. The PMP's implementation is therefore not a one-time occurrence, but an ongoing process of review, revision, and re-implementation. The PMP is reviewed and revised annually and as necessary.

When reviewing the PMP, PATRP considers the following issues:

- Are the performance indicators measuring the intended results?
- Are the performance indicators providing the information needed?
- How can the PMP be improved?

If PATRP makes major changes to the PMP regarding indicators or data sources, the rationale for adjustments will be documented. For changes in minor PMP elements (such as indicator

definitions or responsible individuals) the PMP will be updated to reflect changes; however, supporting documentation may not be provided.

4.4 REPORTING

Indicator data is included in the quarterly and annual reports produced for PATRP. In addition to the presentation of the raw data, there will be an analysis of the progress and commentary on any gaps, as well as how such gaps may be addressed or mitigated.

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PATRP Performance Indicator Reference Sheets
Development Objective (DO): Increase quantity and quality of transmission, distribution and cleaner generation power projects to expand access to electricity and to spur economic growth
Name of Indicator: <i>Number of New Grid and Off-grid Projected Direct Connections</i>
Is this a Performance Plan and Report indicator? No
DESCRIPTION
<p>Precise Definition(s): Projected direct connections reflect the number of new households and businesses that are expected to access electricity through on-grid connections, and off-grid solutions upon financial disbursement for a given activity. Power Africa only counts projected direct connections from projects that we support to demonstrate progress toward our goal of doubling access. (Source: Power Africa Roadmap, pg. 20)</p> <p>This indicator refers to the number of projected direct connections resulting from:</p> <p><i>On-grid connections</i> are any new connections where the customer is connected to the national or regional power utility network to access any portion of their electricity, including new connections associated with grid expansion or grid roll-out (for more information, see Roadmap pillar 2.1). (Note that if a micro-grid is distributing power to/from (buying/selling) a central utility grid, it is counted as an on-grid connection.)</p> <p><i>Off-grid connections</i> are new connections acquisition or installation of stand-alone power systems, typically to provide a single household or business with electricity. This includes devices and systems that offer everything starting from Tier 1 access as defined by the Global Tracking Framework. These connections are often associated with Beyond the Grid energy access projects (for more information, see Roadmap pillar 2.2). These include, for example, small solar PV systems providing a light and a phone charger, up to larger, community-scale micro-grid systems.¹</p> <p><i>This indicator includes a micro-grid disaggregate. This definition is:</i> <i>Micro-grid connections</i> are any new connections where a household or business is connected to a micro-grid. Any small-scale localized station with its own power resources, generation and loads and definable boundaries qualifies as a micro-grid. The term mini-grid is also often used; Power Africa uses micro-grid to include mini-grids.</p>
Unit of Measure: Number
Method of Calculation: count of projected direct connections from transaction documents provided by transaction sponsors.

¹ These are Tier 1 and up connections under SE4ALL's Multi Tier Tracking Framework, <https://www.esmap.org/node/55526>

Disaggregation: <ul style="list-style-type: none"> ▪ Type of Connection: <ul style="list-style-type: none"> ○ # of new on-grid connections ○ # of new off-grid connections <ul style="list-style-type: none"> ▪ # of new micro-grid connections ▪ # of new solar home system connections ▪ # of new solar lantern connections ▪ USG vs Non-USG • Type of Enterprise: <ul style="list-style-type: none"> ○ # Residential connections ○ # Business (commercial and/or industrial) connections ○ # of Unknown • Country
Justification and Management Utility: Sub-Saharan Africa (SSA) has very low electricity penetration and connection rates. This indicator will measure the number of projected new direct connections. This indicator will measure the number of people in SSA that have direct connections to modern energy services thereby improving social and economic activities.
PLAN FOR DATA COLLECTION BY USAID
Data Source: On-grid connections will be sourced from national and private utilities, customer profiles and connection documents; procurement documents for meters associated with grid expansion; project documents including government negotiated agreements, financial documents, and investment agreements. Off-grid connections will be sourced primarily from project sponsor documents and financial agreements. For example, if an applicable project is associated with a grant or loan from a Power Africa partner, the direct connections may be counted at the time the financial transaction is completed (e.g. grant agreement signed) and source documents (e.g. the grant agreement) must be provided to the Power Africa M&E team. This timing of counting is intended to parallel how Power Africa counts MW projects by counting the projected result at the time of financial close. In addition to these projected figures, Power Africa will also count sales or installation of systems where support has been provided that did not directly fund the project. An example would be the growth in micro-grid installations where Power Africa provided regulatory support. In these cases, the company making the installations will report the sales figures and describe the attribution to Power Africa.
Method of data collection / construction: Review of project documents provided by TAs, project sponsors, Government entities and review of national and private utilities information on customer connections
Frequency of Data Acquisition: Monthly and at financial close
Individual(s) responsible at PATRP: M&E Specialist; Transaction Advisors
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: DQA conducted in August 2015 by Nada Bright and Vicki Ndlovu
Date of Future Data Quality Assessments (optional):
Known Data Limitations: Validity: Data for direct connections will be obtained from developers and implementing partners

<p>through self-reporting, so there may be issues of inaccuracies. Securing the source documentation for projects will help mitigate this limitation.</p> <p>Reliability: In the case of direct connections, data can be obtained from developers through self-reporting. This could cause inflating or under reporting of the numbers. Securing the source documentation for projects will help mitigate this limitation.</p> <p>Integrity: Number reported may be inflated.</p>			
<p>Actions to Mitigate Known Data Limitations: Due diligence review of documentation through independent analysis of conclusions using PATRP legal, technical, and financial experts. Ensure results are in line with on-the-ground realities including direct observations.</p>			
<p align="center">Plan for Data Analysis, Review, and Reporting</p>			
<p>Data Analysis: Data is analyzed using New Transaction Template or through email update requests that may occur daily, weekly, monthly, or quarterly. Verification is done through observation of project documents at financial close.</p>			
<p>Presentation of Data: data is presented using New Transaction Template (Tabular/Spreadsheet and/or graphical) and project documents at financial close</p>			
<p>Review of Data: Data is reviewed monthly through TAs and Project Sponsor documents at financial close</p>			
<p>Reporting of the Data: Quarterly and Annual Report</p>			
<p align="center">TARGETS AND BASELINE</p>			
Year		Baseline Value	
2013		0 connections as of 2013	
<p align="center">Performance Indicator Values</p>			
Year	Target	Actual	Notes
<p align="center">CHANGES TO INDICATOR</p>			
<p>Changes to indicator: 18 May 2016</p>			
<p>Other Notes (optional):</p>			
<p align="center">THIS SHEET LAST UPDATED ON: 30 May 2016</p>			

PATRP Performance Indicator Reference Sheet	
Intermediate Result (IR 1): Increase investment in the power sector in sub-Saharan Africa	
Name of Indicator: Generation Capacity Reached Financial Closure	
Is this a Performance Plan and Report indicator? Yes	
DESCRIPTION	
<p>Precise Definition(s): <i>Number of MW from transactions that achieved financial closure</i> This indicator refers to the number of <i>Qualified</i> Power Africa transactions <i>supported by PATRP</i> that achieved <i>financial closure</i></p> <ul style="list-style-type: none"> • Transaction: See definitions • Qualified Transactions: See definitions • There are two types of Qualified Power Africa transactions: <ul style="list-style-type: none"> ○ USG PA Transactions: See definitions ○ Partner PA Transactions: See definitions • Financial Closure: See definitions 	
Unit of Measure: Number of MW	
Method of Calculation: based on completed project documents (calculations are made based on availability of resource/fuel supply (solar, wind, hydro, gas, etc.) and sizing of technology including manufacturers' specifications).	
<p>Disaggregation:</p> <ul style="list-style-type: none"> • Technology (Hydro, solar, geothermal, wind, renewable biomass, gas, etc.) • Country 	
Justification and Management Utility: Sub-Saharan Africa has limited generation capacity compared to demand for power. This indicator will measure the number of MW of transactions that reached financial closure and moving to construction and/or distribution (small scale renewable energy) phase.	
PLAN FOR DATA COLLECTION	
Data Source: Documents, studies, records, and discussions with project developers, sponsors, investors, government officials, other stakeholders and donors.	
<p>Method of Data Collection / Construction:</p> <ul style="list-style-type: none"> • Discussions with Project Sponsors • Project documents and records 	
Frequency of Data Acquisition: Monthly and at financial close of each transaction	

Individual(s) Responsible at PATRP: Transaction Advisors, M&E Specialist			
DATA QUALITY ISSUES			
Dates of Previous Data Quality Assessments and name of reviewer: DQA conducted in August 2015 by Nada Bright and Vicki Ndlovu			
Date of Future Data Quality Assessments (optional): TBD			
Known Data Limitations: Relies on documentation from third parties (i.e. project sponsors, developers, investors, and other stakeholders).			
Actions to Mitigate Known Data Limitations: Due diligence review of documentation through independent analysis of conclusions using PATRP legal, technical, and financial experts. Direct observation of projects post financial close.			
Plan for Data Analysis, Review, and Reporting			
Data Analysis: Data is analyzed using New Transaction Template or through TA email updates that may occur daily, weekly, monthly, or quarterly. Verification is done through observation of project documents at financial close.			
Presentation of Data: data is presented using New Transaction Template (Tabular/Spreadsheet and/or graphical) and project documents at financial close.			
Review of Data: Data is reviewed monthly through TAs and Project Sponsor documents at financial close.			
Reporting of the Data: Quarterly and Annual Reports			
BASELINE / TIMEFRAME			
Year	Baseline Value		
2013	0 MW as of 2013		
Performance Indicator Values			
Year	Target	Actual	Notes
5/2014 – 5/2015			
5/2015 – 5/2016			
5/2016 – 5/2017			
CHANGES TO INDICATOR			
Changes to indicator: Updated definitions, identified data limitations and added DQA date			
Other Notes (optional):			
THIS SHEET LAST UPDATED ON: 23 November 2015			